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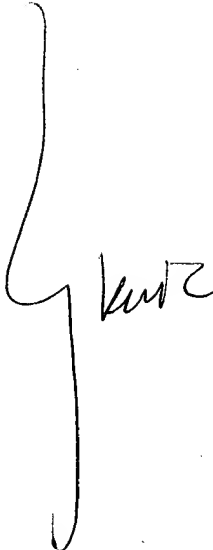
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Quantitative Risk analysis and Modeling Techniques (P. 257)

- **Sensitivity analysis.** Sensitivity analysis helps to determine which risks have the most potential impact on the project. It examines the extent to which the uncertainty of each project element affects the objective being examined when all other uncertain elements are held at their baseline values.

The expected loss (Explosion) and the risk exposure discussed earlier determine the risks 'that have the most potential impact on the project'. The analysis of risk drivers and the risk impact drivers' and their respective influence on scope, cost, schedule, and quality provides the basis for sensitivity analysis.

One typical display of sensitivity analysis is the tornado diagram, which is useful for comparing relative importance of variables that have a high degree of uncertainty to those that are more stable.

In the real world of project management, tornado diagrams are usually ignored mainly because most PMs ignore what they are, let alone what purpose they serve.

- **Expected monetary value analysis.**

EMV is calculated by multiplying the value of each possible outcome for a given risk by its probability of total loss (total impact) and adding them together.

A simpler method for calculating EMV is to multiply the probability of total loss (impact) by the value of the total loss. This gives you the monetary value of the **expected loss**. For example:

% of total loss: 70%

Value of total loss: \$1,000

Expected loss: $0.70 \times \$1,000 = \700

The **risk exposure** goes further; it provides the probability of expected loss. It is calculated by multiplying the probability of risk occurrence by the probability of total loss. For example:

Given:

% of risk occurrence: 80%

% of total loss (impact): 70%

Value of the total loss: \$1,000

Then, **risk exposure**: $0.80 \times 0.70 = 56\%$.

That is to say, there is a 56% (0.80×0.70) probability that the expected loss (\$700) will occur.

Therefore, there is a 44% probability (100% - 56%) that some other loss could occur. This 44% breaks down as follows:

There is a 6% chance $[(1.00 - 0.80) \times (1.00 - 0.70) = 6\%]$ that no risk exposure will occur.

And, by definition $[(1.00 - 0.56 - 0.06) = 38\%]$, there is a 38% chance that some loss (less than \$700) will occur.

Risk exposure becomes a range of possible outcomes depending on the probability of occurrence and the probability of total loss.

- ***Decision tree analysis.***
- ***Modeling and simulation. (Page 258)***

Once more, a discussion on Monte Carlo technique, probability distributions, and precedence diagramming method (PDM) is more academic than practical in the current project management environment except for very large engagement or for highly critical and sophisticated projects. I do not fault the authors for mentioning these tools but 'tailoring' (as in "let's get real") should also be discussed to encourage the average project manager (that would represent 80% of us according to Pareto's 80-20 rule).

- **Expected Monetary Value** – Expected monetary value analysis calculates the average outcome when the future is not set in stone. In order to calculate EMV multiply the monetary value of a possible outcome by the probability it will occur. EMV analysis is commonly used in conjunction with decision tree analysis.
- **Decision Tree Analysis** – Decision tree analysis is a detailed review of the information available to evaluate different outcomes. Decision trees enable the consideration of probability and impact for every branch of the decision under analysis. Solutions are based on alternatives which provide the greatest expected value when every implication, costs, rewards, and subsequent decisions are considered.

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